



THE GOVERNOR'S P-20 COUNCIL

AUGUST 22, 2006

10:00 A.M.

Notice is hereby given to Members of the Governor's P-20 Council and the general public that the P-20 Council will hold a meeting, open to the public, on August 22, 2006, at 10:00 a.m., at 1700 W. Washington, Governor's 2nd Floor Conference Room, Phoenix, Arizona. Public comment will be taken. The P-20 Council will discuss and may take action on the following Matters. Members will attend either in person or by telephone conference call.

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| 2. Governor's Report | Gov. Janet Napolitano | Pg. 3 |
| 3. Approval of Minutes:
a. April 13, 2006 | Dr. Rufus Glasper | Pg. 4-9 |
| 4. Overview & Discussion: Council Retreat
a. Vision Statement
b. Goals and Strategies
c. Committee Structure | Council Discussion | Pg. 10-14 |
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GOVERNOR'S P-20 COUNCIL

August 22, 2006

Agenda Item No. 1.

Subject: Call to Order
Welcome

Submitted by: Debra Raeder
Executive Director

----- Background Information -----

Dr. Rufus Glasper will call the meeting to order, welcome any guests, and give a brief overview of the meeting.

Council Action Requested: None.

Attachments: None.



GOVERNOR'S P-20 COUNCIL

August 22, 2006

Agenda Item No. 2.

Subject: Governor's Report

Submitted by: Debra Raeder
Executive Director

----- Background Information -----

Governor Napolitano will update the Council on her Initiative as Chair of the National Governor's Association. The Governor was elected as NGA Chair at the summer conference held in early August. The Governor's initiative, *Innovation America*, will focus on three areas: increasing and strengthening math and science proficiency for all K-12 students as well as post-secondary education systems – including the graduate level; promoting university research and innovation systems; and improving and maximizing innovative regions that compete globally. The work the P-20 Council is currently engaged in relates directly to this Initiative and blends well with the math and science focus of the Council, as well as the Council's focus on aligning education with workforce needs.

Council Action

Requested: None.

Attachments: None.



GOVERNOR'S P-20 COUNCIL

August 22, 2006

Agenda Item No. 3.

Subject: Approval of Minutes

Submitted by: Debra Raeder
Executive Director

----- Background Information -----

The minutes from the Governor's P-20 Council's regular meetings held on April 13, 2006 are submitted for review and approval.

Council Action Requested: Approval of P-20 Council Minutes of April 13, 2006.

Attachments: Minutes of April 13, 2006

MINUTES
GOVERNOR'S P-20 COUNCIL
General Meeting-Thursday, April 13, 2006
9:00 a.m.

Location: 1700 W. Washington
2nd Floor Conference Room
Phoenix, AZ 85007

Members Present: Governor Janet Napolitano, Dr. Rufus Glasper, Cathleen Barton, Amy Besing, Mark Bryce, Ernie Calderon, Susan Carlson, Dr. Angel Cabrera, Dr. Michael Crow, Dr. David Curd, Dr. Matthew Diethelm, Gregory Donovan, Dr. Sybil Francis, Lynda French, Dr. Roy Flores, Harry Garewal, Bob Hagen, Dr. John Haeger, Cathy McKee, Superintendent Tom Horne, Dr. Douglas Olesen, Dean Phillips, Cindy Rudrud, Councilman Greg Stanton, Jack Swanson and Dr. Jim Zaharis.

Members Absent: Bill Estes, George Dean, Jack Jewett Dr. Peter Likins, Dr. Laura Palmer Noone, Kristen Rex, Senator Toni Hellon (ex-officio), Representatives Ann Kirpatrick and Laura Knaperek (ex-officio).

1. Call to Order & Welcome

Dr. Glasper called the meeting to order at 9:00 a.m. and welcomed everyone to the meeting. Dr. Glasper indicated that, as charged by the Governor at the February 2006 Council meeting, the Council would, at today's meeting, receive information from the university presidents, two community college presidents, and a representative from a private post-secondary institution on the higher education perspective and expectations regarding K-12 alignment.

2. Approval of Minutes:
a. March 16, 2006

There being no discussion or corrections, Susan Carlson moved approval of the March 16, 2006 P-20 Council meeting minutes as presented. Motion was seconded by Dr. Douglas Olesen and unanimously approved.

3. Presentation & Discussion: Higher Education

Governor Napolitano again welcomed everyone to the meeting and thanked the Council for their hard work over the past months. She indicated that it was important for higher education to identify its expectations for Arizona's K-12 System just as it was important that there be good data to make appropriate decisions regarding education reform.

Dr. Glasper invited Dr. Michael Crow, President of Arizona State University, and Dr. John Haeger, President of Northern Arizona University to share their perspectives regarding Arizona's K-12 System. Dr. Glasper indicated that Dr. Peter Likins was unable to join the Council today, that he had experienced some health issues and was in the hospital, but was expected to make a full recovery. Dr. Glasper indicated that Dr. Likins was in our thoughts and prayers, and extended best wishes for his speedy recovery.

Dr. Crow indicated that he believed there were education skill sets that students needed to have to be competitive in a global economy, that students needed to strive to a high level of preparation,

and that currently high schools in Arizona have a very minimal level of education requirements. Dr. Crow then made the following points:

- that only 25% of Arizona students are completing courses that will qualify them for universities and that every student should be completing these courses;
- that there is a need for guidance on degree programs – many students that take the appropriate course work in high school still need to take pre-requisite courses at the university because they are unaware of the requirements needed for degree programs and come to the university unprepared for the course of study required;
- that there needs to be a standardized placement exam – for entrance into ASU Arizona students only need to be in the upper one-half of their class (state requirement is upper 25%) and complete the 16 course requirements (he noted that particular colleges may have entrance tests e.g. engineering, music, etc.);
- that there is a need to emphasis central skills: additional math skills; reading and writing needs to be intensified; and students need foreign languages;
- that graduation requirements should be the same as university entrance requirements;
- that there should be uniformity in curriculum; Dr. Crow emphasized that course content in one school district may be different than another and that the universities were very much aware of high schools that had rigor in their course content and high schools that did not have such rigor.

Dr. Haeger indicated that all universities operate similarly but he is convinced that SAT, ACT and GPA are the best predictors of how well a student will do at the universities and that students who challenge themselves academically will do well. Dr. Haeger made the following points:

- that high school counselors are key in guiding students to appropriate course of study;
- that K-12 educators and university leaders must work together to develop curriculum, learning goals and specific course content, which has not been done in the past;
- that universities must define college readiness – not just 16 courses but what a student needs to learn specifically in those courses;
- that high school graduation requirements and university entrance requirements must be the same;
- that there needs to be a massive marketing campaign on the need for students to go to college;
- that we need to think about transitions;
- that there must be a focus on the math and science teaching professions.

After the presentations by Dr. Crow and Dr. Haeger, the Council engaged in a discussion on the issues raised. It was noted that there must be communications across all cultures to correct the misconceptions, and that there are many avenues for all students to obtain access to funding for higher education. Other issues discussed included the need for more training for high school counselors; the need for high school and university faculties to agree on what students need to know is crucial; that high school graduation requirements and university requirements must be the same; that we must move away from the two track (or tiered) system. Superintendent Horne indicated that currently school standards are transparent and easily accessed and that school district superintendents and school board presidents are required to sign that these are the standards being taught. Governor Napolitano indicated that there needs to be a perpetual review of standards by courses and then tied to the assessment. The Governor emphasized that standards must be evolving. Superintendent Horne invited higher education professors to begin reviewing the standards, particularly in math and writing, to determine the match between AIMS standards and college entrance standards. Dr. Flores and Mark Bryce then presented on the community college perspectives.

Dr. Flores indicated that there is the serious problem of remediation; the need to create a seamless ability to transfer between institutions; and the need to look at curriculum. Dr. Flores specifically emphasized:

- that the more rigorous the curriculum the more successful a student will be in postsecondary training and education;
- that community colleges currently using COMPASS, ASSET and AccuPlacer tests for students and do not require ACT or SAT;
- that these tests have no correlation with the AIMS test, but that students who do well on AIMS have a better chance of doing well on these tests;
- that 81% of full-time freshmen fail to place at the college level in math; 33% not reading at the 12th grade level; and 54% need remediation in writing;
- that students must have more math and demonstrate an understanding of the concepts.

Dr. Bryce stated that he was happy to be representing rural areas and presented written information to the Council, which included a compendium of facts and recommendations on remediation of high school seniors entering college in Arizona. Dr. Bryce indicated:

- that of the students entering Easter Arizona College 95% needed to be remediated in math; 37.8% required remediation in reading and 73% required remediation in writing;
- that the single deficiency of students outside of content preparation is independent learning skills;
- that P-20 must be the leader – the system needs to be changed;
- that there is a need for student/parent communications; student study skills; and academic planning;
- that there is a need for qualified teachers – should do more than just teach to a test--teachers also need more pay.;
- that we need to bring joy back to education; and
- that the Council must take action now.

Dr. Donna Levene, Provost of Ottawa University, presented information regarding independent colleges and universities of Arizona . Dr. Levene gave a brief overview of the enrollment and representation of the private institutions. Requirements for entrance into the private institutions varies but may include ACT/SAT; placement exams; technical courses; as well as pre-requisition classes. Remediation is also a problem for the private institutions. In the private system, however, most students have considerable work experience cutting down on prerequisite requirements. Dr. Levene also emphasized that the private institutions are playing a major role in teacher preparation.

After this final presentation, the Council again engaged in discussion on the issues raised. The Council asked if there is a list of what the different school districts require for graduation. Superintendent Horne indicated that there was not a list. The Council also expressed concern on the issue of credits being transferred between school districts--with the disparity in graduation requirements and course content, districts do not always accept credits from other school districts.

4. Update & Discussion: Council Retreat

Debra Raeder briefly updated the Council on preparations for the Retreat being planned for June 7 & 7, 2006 in Tucson, Arizona. Dr. Glasper engaged the Council in a brief discussion regarding the format and issues members would like to see addressed and indicated that the Steering Committee is working closely with staff to arrange the Retreat. Dr. Glasper also indicated that the Retreat is a major step for the Council and that members should think about the goal, which is to formulate draft recommendations; bring these recommendations back for public comment; and to adopt the final recommendations before the end of summer. The Council requested that staff provide any

preparation materials that may be necessary prior to the Retreat so that participants will be ready to work when they arrive.

5. Updates & Reports from Committee Chairs & Members

Written reports have been provided to the Council regarding the activities of the Committees. Kristen Rex and Dr. Sybil Francis provided oral Committee reports.

Kristen Rex, Chair of the Adolescent Literacy Committee, reported that this Committee is working to bring an Adolescent Literacy Strategic Plan to the P-20 Council later this year. Kristen also report that she, Debra Raeder and Becky Hill attended an NGA conference in Washington, D.C. to accept the Adolescent Literacy Grant in the amount of \$50,000 on behalf of Governor Napolitano and to receive technical assistance in the further development of our action plan under the Grant. Kristen stated that because of the leadership of Governor Napolitano, the P-20 Council, and the Adolescent Literacy Committee, Arizona is now being recognized as a leader in this arena as we work to impact teacher training in literacy across core subjects as well as literacy in course standards.

Dr. Sybil Francis reported that the Data & Graduation Rate Project Committee has been reviewing the recommendations of the Data Quality Campaign, which developed a set of 10-Essential Elements that are critical to a longitudinal data system. These 10 Elements were the foundation of a national NGA workshop in Florida attended by Debra Raeder, Dan Anderson and Dr. Vicki Balentine to provide states with technical assistance on implementing the Compact. The Committee is recommending the adoption of these 10 Elements by the Council and, once adopted, the appropriate entities be charged with implementation. Dr. Jim Zaharis moved that the Council accept the recommendation of the Data & Graduation Rate Project Committee and adopt the 10 Essential Elements of a Longitudinal Data System. Motion was seconded by Cindy Rudrud and unanimously approved.

6. Update & Discussion: Presentation of Newsletter

Dr. Glasper indicated that distribution was being made of the first publication of the P-20 Council, *The Continuum*. A comprehensive newsletter is being planned for publication at least annually, with quarterly publications on focused topics. The Continuum has been posted to the website and members need to contact Debra if they would like copies for distribution to their constituents. Debra ask the Council to acknowledge Dr. Rufus Glasper and Maricopa Community Colleges, with special thanks to Dr. Cheri St. Arnauld and her staff, for their excellent teamwork in the development and publication of the Continuum.

7. Call to the Public

Ted Kraver addressed the Council regarding E-learning and indicated that the P-20 model is unique and a huge step forward in addressing issues surrounding education. He asked that the Council also address the role of e-learning in education reform and that the e-learning stakeholders be included in the reform discussions.

Dr. April Osborne addressed the Council and invited members to participate in a conference being hosted by the Arizona Commission for Postsecondary Education. David Brooks will be the guest speaker and there will be numerous breakout sessions with a focus on transitions. Dr. Zaharis indicated that GPL has 10 reservations if anyone was interested in attending. This Conference will be held on April 20 & 21, 2006

Dr. Zaharis re-addressed two points from earlier discussion: He expressed the need to develop a marketing campaign to overcome the cultural influences that inhibit the need for higher education by demonstrating the need for higher education, illustrating the path, ensuring all are welcome who enter the path, and demonstrating to the student and family how to qualify. Additionally, he asked that staff ensure that embedded in the P-20 agenda is the concept that we teach for understanding and application of content, not just for test mastery. Dr. Zaharis stressed that it was important that we try to improve assessments and benchmarks and that we not lose sight of that goal.

8. Announcements and Adjournment

Dr. Glasper announced that the next Meeting of the P-20 Council is May 11 @ 11:00 a.m.

There being no further business, Dr. Glasper adjourned the meeting at 11 a.m.



GOVERNOR'S P-20 COUNCIL

August 22, 2006

Agenda Item No. 4.

Subject: Overview &
Discussion: Council
Retreat

Submitted by: Debra Raeder
Executive Director

----- Background Information -----

On June 7 & 8, 2006, members of the Governor's P-20 Council and invited guests met in Tucson to spend meaningful and uninterrupted time devoted to examining the issues raised in the Alignment Report ***From School to Work: Is Arizona Prepared?*** The Retreat provided the opportunity needed for the Council to begin to develop meaningful goals and action steps to address the issues identified in this Report. As the participants prepared to get down to work, the Governor asked that consideration be given to the following issues:

- Do we want all high school grads to be college and work ready?
- Reform should address more than just high school (think P-20).
- Algebra I by the 8th grade.
- Time: Teachers and Students.

As the Council works to further develop the vision and goals identified at the Retreat, and ultimately adopts them in the near future, a roadmap will be provided that will guide the work to strengthen and improve the education continuum in Arizona.

Subsequently, the Steering Committee has met to:

- a. Review the Vision statement developed from the direction and input at the Council Retreat and moves to the P-20 Council for view and discussion. See Attachment A.
- b. Review the five goals and strategies developed at the Retreat and moves this information to the P-20 Council for review and discussion noting that the Committees need to immediately finalize the strategies, develop priorities and a timeline for implementation. See Attachment A.
- c. Review and discuss a new Committee Structure designed to address each of the five goals, and moves this information to the Council for review and discussion. See Attachment B.

Staff will present this information for review and discussion.

**Council Action
Requested:**

None.

Attachments:

Attachments A & B

P-20 COUNCIL VISION FOR ALIGNMENT

The freshman class of 2012 will be the first to graduate every student work and college ready for the 21st century.

P-20 COUNCIL GOALS & STRATEGIES

- 1. Systemically address educational alignment in programs and policies from preschool, K-12, and postsecondary education into life-long learning opportunities.**
 - a. Help students at all levels meet high standards and performance for formal education and workforce training beyond high school;
 - b. Improve middle school and elementary school standards and performance to ensure high school preparedness for math and science, including the strengthening of literacy programs and preparing students for Algebra I by 8th grade;
 - c. Strive to align middle school, high school, college, and work expectations to meet industry-specific skill sets in high-growth, well-paying occupations that will bring economic prosperity and industrial diversity to Arizona;
 - d. Strengthen the K-12 and postsecondary accountability systems to ensure students are better prepared for postsecondary opportunities and to increase college enrollment and completion rates; and
 - e. Ensure clear pathways for all students to obtain college degrees, regardless of point of entry.
- 2. Create vehicles for students to achieve the new graduation requirements.**
 - a. Develop 21st century and alternative and non-traditional high school delivery systems, keeping current model as option;
 - b. Develop systemic statewide literacy program that extends from P-K through 12th grades with emphasis on adolescent literacy;
 - c. Prepare students for Algebra I by 8th grade;
 - d. Develop flexible pathways for students such as dual enrollment; CTE; work experience; flexible delivery/technology; on-lining learning; and flex time;
 - e. Move toward individualized educational programs for all students;
 - f. Continue to explore programs such as High Schools that Work and alternatives for gifted education programs; and
 - g. Commit to interventions and funding support for unique student populations.
- 3. Ensure student success through parent and student support.**
 - a. Create a committee that recognizes critical role of parents in student achievement to develop strategies to address this goal;
 - b. Develop a comprehensive communications plan for the work of the P-20 Council;
 - c. Lengthen school day and year in accordance with raised expectations of P-20;
 - d. Develop/expand on programs that address students who are at risk (review/incorporate recommendations of reports such as *Lead with Five*);
 - e. Engage Arizona Counselor's Association; and
 - f. Ensure equal access to information for postsecondary education opportunities.

ATTACHMENT A

4. Increase Teacher Capacity and Supply

- a. Coordinate and support work of Governor's Committee on Teacher Quality and Support (TQS);
- b. Revisit scope of work and agenda overlap for TQS and P-20;
- c. Plan interactive joint TQS/P-20 meeting;
- d. Give all students the excellent teachers and leaders they need, particularly in the areas of math, science, and literacy;
- e. Invest in teacher professional development;
- f. Increased teacher compensation;
- g. Development of leadership at all levels is critical; and
- h. Address teacher recruitment/retention.

5. Build a robust assessment system and expand data capacity.

- a. Re-evaluate AIMS (e.g. purpose; how used);
- b. Evaluate implementing ACT/Workkeys (true assessment of college/work readiness;
- c. Evaluate/implement end-of-course assessment;
- d. Analyze tools at each level for student/classroom/school/district/state; must be real time to be effective;
- e. Align standards with NAEP;
- f. Support formative and summative testing;
- g. Teacher training on how to use data;
- h. Integrate work of School Readiness Board on pre-school/care;
- i. Build data warehousing systems that is online and user friendly;
- j. Identify what data needs to be collected and why;
- k. Prioritize 10 elements of a longitudinal data system for implementation (1, 2, 3 & 8 are currently in place); 5, 6 & 9 may be the next priority;
- l. Follow data (student) to postsecondary;
- m. Identify student success along the P-20 continuum; and
- n. Follow teacher information along the P-20 continuum (e.g. training, teacher performance, etc.).

COMMITTEE STRUCTURE

To address the goals and strategies identified at the P-20 Council Retreat on June 7th & 8th, the Steering Committee is recommending the following Committee Structure:

Steering Committee (chaired by Dr. Glasper) Role: To make recommendations to the P-20 Council on priorities and strategies to achieve the Council's goals related to improving education in Arizona. The Steering Committee will assure the integration of the vision, mission and strategies into the activities of the Council and its committees; review and evaluate information, programs and policies as appropriate for the P-20 Council, and respond to the interests and concerns of the Council membership. The Steering Committee will also review, update, and communicate the work of the Committees to the Council, ensure that results and recommendations from studies or reports are communicated to the Council; and develop strategies and policies for review by the Council. The Committee will also review and forward requests for agenda items as appropriate to the Council agenda.

Education Alignment Committee (TBD); Role (**Goal 1**): To systemically address educational alignment in programs and policies from preschool, K-12 and postsecondary education into life-long learning opportunities and preparation for the changing workforce.

Education/Workforce Pathways Committee (chaired by Dr. Jim Zaharis) Role (**Goal 2**): Create vehicles (including alternative and non-traditional delivery systems) for students to achieve the new graduation requirements; integrate relevance and skills needed in high schools through career technical education and assessment; create awareness of career opportunities available and 9-12 preparation necessary to pursue these opportunities after graduation that will meet the needs of growing industries in Arizona.

Communications Committee (TBD); Role (**Goal 3**): Ensure student success through parent and student support. Develop a communications and branding strategy.

Teacher Capacity Committee (TBD); Role (**Goal 4**): Increase teacher capacity and supply.

Data & Assessment Committee (chaired by Dr Sybil Francis); Role (**Goal 5**): Build a robust assessment system and expand data capacity to enable data-driven decision making for improving high school graduation rates and alignment of the P-20 educational pipeline; and linking data systems across the entire education pipeline from preschool through postsecondary education.

Adolescent Literacy Committee (chaired by Kristen Rex) Role (**NGA Grant**): Implement the NGA grant for adolescent literacy by developing a state literacy plan; building school and district capacity to identify and assess struggling readers' specific needs; and building public awareness of the adolescent literacy crisis



GOVERNOR'S P-20 COUNCIL

August 22, 2006

Agenda Item No. 5.

Subject: Presentation: Achieve,
Inc. – Mr. Michael
Cohen- President

Submitted by: Debra Raeder
Executive Director

----- Background Information -----

Created by the nation's governors and business leaders in 1996, Achieve, Inc. helps states raise academic standards and achievement so that all students graduate ready for college, work and citizenship. Through the American Diploma Project (ADP), Achieve has developed benchmark standards that describe the specific math and English skills high school graduates must have if they are to succeed in postsecondary education and high-performance jobs, and Achieve works with states to incorporate these expectations in state standards and assessments for high schools.

Michael Cohen, President of Achieve, Inc., will present information to the Governor's P-20 Council on the Achieve's initiative on high school reform; integration of higher education requirements with K-12 education; and strengthening of course curriculum through standardization. Mr. Cohen will discuss various national initiatives and how Arizona can participate in these initiatives.

**Council Action
Requested:** None.

Attachments: None.



GOVERNOR'S P-20 COUNCIL

August 22, 2006

Agenda Item No. 6.

Subject: Call to the Public

Submitted by: Debra Raeder
Executive Director

----- Background Information -----

This item provides Council members an opportunity to hear public comment on agenda items. According to open meeting laws, the Council may not address comments not specific to agenda items,.

In order to ensure that all individuals desiring to speak during the public comment period be properly acknowledged and to allow sufficient time for the comments, we ask that a "Request to Speak" information sheet be completed and submitted to either the Council Chair or staff prior to the beginning of the meeting. **Comments are limited to three minutes.**

Council Action Requested: None

Attachments: None



GOVERNOR'S P-20 COUNCIL

August 22, 2006

Agenda Item No. 7.

Subject: Announcements
Adjournment

Submitted by: Debra Raeder
Executive Director

----- Background Information -----

Announcements:

- a. Future meetings of the P-20 Council: **September 21, 2006 @ 10:00 a.m.**
October 26, 2006 @ 10:00 a.m.
November 16, 2006 @ 10:00 a.m.

- b. Other

Adjournment.

Council Action None

Requested:

Attachments: None